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An analysis on relations between implementation of training activities and HRM organization in service businesses: A sample in hotels

Cemal Sezer *

University of Sakarya, Department of Business Administration, Esentepe Kampusu, Adapazari, 54187 Sakarya, Turkey

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Abstract

This research discusses about implementation of training activities of Human Resources Management (HRM) and its relation with HRM organizations in hotels as a service businesses. The research is conducted via question form (questionnaire) –handing out and collected- in hotels in Sakarya and Kocaeli (İzmit). The questionnaires were filled out by authorised managers from the selected hotels and the data were then analyzed using SPSS and the findings were discussed to reach the conclusions. 2008 Elsevier Science Ltd. All rights reserved.

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Keywords: Business; Service Business; Hotel; HRM; Training.

1. Introduction

Being essential element of economy by both size and being widespread of service sector enables to draw needed interests on this topic in terms of business administration in developed countries. However we can say that scientific studies in business field were always concentrated and conducted in industrial businesses so the investigations on service sector were neglected in past and getting its acceleration is really new in respect for undeveloped and developing countries; also this situation is not different in hotel businesses. It is possible to see the effects of this situation in mostly HRM and training field as its function. Noe (1999), suggests that the training is a HRM application used in increasing power of competition in businesses and it states that it teaches the employees both how is their working system and how they make production more effectively; and this situation in service sector is more essential than being industrial sector.

In nowadays that tourism is more important economical field than in past; it is obvious that the high-class service is possible with qualitative human resource in hotel services which plays essential role in service sector (Hacıoğlu, 1992). Qualitative human resource is trained one and human -ready to learning continuously- as a meaning.

Training and Training is one of the essential functions of HRM. HRM functions appear by employing one or more employees in business or hotels. It is inevitable building a formal structure by increasing population of employees. However, by using of IT facilities may delay building of HR department. In small businesses HR functions are generally conducted in an informal way (Kotey & Sheridan, 2004). This situation is not so different for hotels businesses.

This study discusses implementation of training (training and development) function of HRM and its relation between the HRM organizations in hotels as a service business. The HRM organization includes these functions and systems; HR needs planning, personnel selection, performance appraisal, wage/ reward management and career management (Bayraktaroğlu, 2006). Training and development function of HR can be regarded with career management if the employee is provided from internal resources of business (Kaynak, 1999). Also Noe (1999), states that strategies adopted for personnel selection and HR need planning affect training and development function.

* Corresponding author. Tel.: +90-264 -295-62-66; fax: +90-264-295-62-33
E-mail address: csezer@sakarya.edu.tr.

This research is restricted to views of participant from hotels and targets to reach following aims:

- How is carried out of training activities in hotel businesses?
- How is the image of relation between the carrying out of training activities and HRM organization if there is?

2. Materials and Methodology

The research population consists of all hotels in Sakarya and Kocaeli (İzmit). This study drew totalling 33 hotels and 19 samples were responded. The valid samples are 19 (57, 5%).

The research is conducted by being reached as the way of questionnaire –handing out and collecting. It is performed by being appealed a view of participant from every hotel who is authorized to interviewing on behalf of it.

A questionnaire is developed and conducted to determine the views of managers on training function of HRM and its relationship between the HRM organizations in hotels as a service business. Only managers were included in the data collection process. Two groups of questions were used; demographic variables and core research items.

The data supplied to return and found suitable for researching are reviewed being analyzed as cross tabulation by using SPSS. Reliability analysis (cronbach alpha coefficient) related to HR organization structure; having HR department, manager and using HR consultation (3 items) is computed ($\alpha=0.6633$) and HR functions; having HR need planning system, personnel selection system, wage/ reward system, personnel selection system, performance appraisal system, career management system, implementation of training & training and IT utility in implementation of training & training (7 items) is computed ($\alpha=0.8178$). Cronbach alpha coefficient value may be from 0 to 1 and acceptable value is 0,7. But cronbach alpha coefficient value for investigation may be between 0,5 and 1 (Altunışık, Coşkun, Bayraktaroğlu and Yıldırım, 2005).

3. Findings

3.1. The Frequencies of demographic characteristics

Table 1. Frequencies of demographic characteristics

Demographic characteristics	Frequency	Percent	
Participant	Owner-manager	9	47,4
	Non-owner-manager	10	52,6
Location	Sakarya	11	57,9
	Kocaeli (İzmit)	8	42,1
	0-9 age	8	42,1
Age of firms	10-19 age	7	36,8
	20 and more	4	21,0
	0-9 employee	6	31,6
Employee	10-19 employee	9	47,4
	30-59 employee	4	21,1
	Corporation	6	31,6
Legal type	Limited	3	15,8
	Individual	10	52,6
Hardware & software facilities	Adequate	16	84,2
	Inadequate	3	15,8

3.2. The Frequencies of HRM organization

Table 2. Frequencies of the HRM organization

Components of the HRM organization	Frequency	Percent
Having HR department	Yes	7 36,8
	No	12 63,2
Having HR manager	Yes	3 15,8
	No	16 84,2
Using HR consultation	Yes	10 52,6
	No	9 47,4
Having HR need planning system	Yes	8 42,1
	No	11 57,9
Having personnel selection system	Yes	13 68,4
	No	6 31,6
Implementation of training activities	Adequate	11 57,9
	Inadequate	8 42,1
Having performance appraisal system	Yes	10 52,6
	No	9 47,4
Having wage/ reward system	Yes	17 89,5
	No	2 10,5
Having career management system	Yes	9 47,4
	No	10 52,6
IT utility in implementation of training activities	Adequate	12 63,2
	Inadequate	7 36,8

4. Discussion and Conclusions

The hotels which have HR department are 36,8%: 57,1% of these hotels are adequate in implementation of training activities. The hotels which have no HR department are 63,2% and 58,3% of these hotels are adequate in implementation of training activities.

The hotels which have HR manager are 15,8% : 33,3% of these hotels are adequate in implementation of training activities. The hotels which have no HR manager are 84,2% and 62,5% of these hotels are adequate in implementation of training activities.

The hotels which have using HR consultation are 52,6% : 60,0% of these hotels are adequate in implementation of training activities. The hotels which have no using HR consultation are 47,4%: 55,6% of these hotels are adequate in implementation of training activities.

The hotels which have HR need planning system are 42,1%: 75,0% of these hotels are adequate in implementation of training activities. The hotels which have no HR need planning system are 57,9%: 45,5% of these hotels are adequate in implementation of training activities. We can say training activities is affected by HR need planning. (Noe, 1999)

The hotels which have personnel selection system are 68,4%: 76,9% of these hotels are adequate in implementation of training activities. The hotels which have no personnel selection system are 31,6%: 16,7% of these hotels are adequate in implementation of training activities. We can say training activities is affected by personnel selection system. (Noe, 1999)

The hotels which have performance appraisal system are 52,6% and 80,0% of these hotels are adequate in implementation of training activities. The hotels which have no performance appraisal system are 47,4% and 33,3% of these hotels are adequate in implementation of training activities; we can say training activities is affected by performance appraisal system .

The hotels which have wage/ reward system are 89,5%: 58,8% of these hotels are adequate in implementation of training activities. The hotels which have no wage/ reward system are 10,5%: 50,0% of these hotels are adequate in implementation of training activities.

The hotels which have career management system are 47,4%: 77,8% of these hotels are adequate in implementation of training activities. The hotels which have no career management system are 52,6%: 40,0% of these hotels are adequate in implementation of training activities; we can reach that the these hotels depending on this result, it can be said that these hotels execute training functions with career management (Kaynak, 1996).

The hotels which have adequate IT utility in implementation of training activities are 63,2%: 91,7% of these hotels are adequate in implementation of training activities. The hotels which have inadequate IT utility in implementation of training activities are 36,8%: 00,0% of these hotels are adequate in implementation of training activities. The hotels which have adequate IT utilization in training activities have a great deal of adequate in implementation activities.

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Appendix

Having HR department (HHRD) * Implementation of training activities (EEA) Cross tabulation

			EEA		Total
			Adequate	Inadequate	
HHRD	Yes	Count	4	3	7
		% within Having HR department	57,1%	42,9%	100,0%
	No	Count	7	5	12
		% within Having HR department	58,3%	41,7%	100,0%
Total		Count	11	8	19
		% within Having HR department	57,9%	42,1%	100,0%

Having HR manager (HHRM) * Implementation of training activities Cross tabulation

			EEA		Total
			Adequate	Inadequate	
HHRM	Yes	Count	1	2	3
		% within Having HR manager	33,3%	66,7%	100,0%
	No	Count	10	6	16
		% within Having HR manager	62,5%	37,5%	100,0%
Total		Count	11	8	19
		% within Having HR manager	57,9%	42,1%	100,0%

Using HR consultation * Implementation of training activities Cross tabulation

			EEA		Total
			Adequate	Inadequate	
Using HR consultation	Yes	Count	6	4	10
		% within Using HR consultation	60,0%	40,0%	100,0%
	No	Count	5	4	9
		% within Using HR consultation	55,6%	44,4%	100,0%
Total		Count	11	8	19
		% within Using HR consultation	57,9%	42,1%	100,0%

Having HR need planning system (HRNP) * Implementation of training activities Cross tabulation

			EEA		Total
			Adequate	Inadequate	
Having HRNP system	Yes	Count	6	2	8
		% within Having HRNP system	75,0%	25,0%	100,0%
	No	Count	5	6	11
		% within Having HRNP system	45,5%	54,5%	100,0%
Total		Count	11	8	19
		% within Having HRNP system	57,9%	42,1%	100,0%

Having personnel selection system (PS) * Implementation of training activities (EEA) Cross tabulation

			EEA		Total
			Adequate	Inadequate	
Having PS system	Yes	Count	10	3	13
		% within Having PS system	76,9%	23,1%	100,0%
	No	Count	1	5	6
		% within Having PS system	16,7%	83,3%	100,0%
Total		Count	11	8	19
		% within Having PS system	57,9%	42,1%	100,0%

Having performance appraisal system (PAM) * Implementation of training activities (EEA) Cross tabulation

			EEA		Total
			Adequate	Inadequate	
Having PAM system	Yes	Count	8	2	10
		% within Having PAM system	80,0%	20,0%	100,0%
	No	Count	3	6	9
		% within Having PAM system	33,3%	66,7%	100,0%
Total		Count	11	8	19

		% within Having PAM system	57,9%	42,1%	100,0%
Having wage/ reward system (W/RM) * Implementation of training activities (EEA) Cross tabulation					
			EEA		Total
			Adequate	Inadequate	
Having W/RM system	Yes	Count	10	7	17
		% within Having W/RM system	58,8%	41,2%	100,0%
	No	Count	1	1	2
		% within Having W/RM system	50,0%	50,0%	100,0%
Total		Count	11	8	19
		% within Having W/RM system	57,9%	42,1%	100,0%
Having career management system (CM) * Implementation of training activities (EEA) Cross tabulation					
			EEA		Total
			Adequate	Inadequate	
Having CM system	Yes	Count	7	2	9
		% within Having CM system	77,8%	22,2%	100,0%
	No	Count	4	6	10
		% within Having CM system	40,0%	60,0%	100,0%
Total		Count	11	8	19
		% within Having CM system	57,9%	42,1%	100,0%
IT Utility in Training * Implementation of training activities (EEA) Cross tabulation					
			EEA		Total
			Adequate	Inadequate	
IT Utility in Training	Adequate	Count	11	1	12
		% within IT Utility in Training	91,7%	8,3%	100,0%
	Inadequate	Count		7	7
		% within IT Utility in Training		100,0%	100,0%
Total		Count	11	8	19
		% within IT Utility in Training	57,9%	42,1%	100,0%